

## **Talent Management Strategies for Enhancing Lecturer Job Performance in Colleges of Education: Theoretical Review**

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### **Abstract**

*The paper explored Talent Management Strategies in enhancing lecturer job performance in Colleges of Education The paper focuses on the concept of job performance, lecturer job performance, Talent Management Strategies, socio-exchange theory, roles of effective talent management strategies in enhancing lecturer job performance in Colleges of Education in the SouthwestNigeria. Challenges or problems associated with effective Talent Management Strategies in enhancing lecturer job performance in Colleges of*

*Education in Southwest, Nigeria as well as specific strategies that can be implemented to address these challenges. The paper concluded when it explored the integral role of effective talent management strategies in enhancing lecturers' job performance within Colleges of Education in Southwest Nigeria. With recommendations among which to advocate for increased governmental and institutional funding to address resource constraints and enhance overall educational quality and to design and implement tailored professional development programmes that focus on the specific needs of lecturers in Southwest Nigeria*

**Keywords:** Talent, Talent Management, Talent Management Strategies, Job Performance.

### **Introduction**

In today's rapidly evolving educational landscape, the significance of Colleges of Education and the job performance of educators within these institutions has never been more pronounced. Achieving excellence in education demands a profound understanding of the multifaceted factors that shape job performance in colleges of education and the subsequent impact on students' outcomes. In this context, job performance encompasses the effectiveness, efficiency, and capability of educators to not only meet, but exceed expectations in various facets, including teaching, research, professional development, student engagement, and their overall contributions to the academic environment (Efendi, 2021). Furthermore, the assessment of lecturer job performance is paramount for upholding the quality of education and ensuring the realisation of an institution's educational objectives. When evaluating the job performance of academic staff, including those in colleges of education, it is imperative to consider three pivotal areas: research and scholarly activities, teaching effectiveness, and community service.

In addition, talent management strategies encompass the comprehensive approaches and practices adopted by organisations to attract, identify, nurture, and retain talented individuals within their workforce (Anlesinya & Amponsah-Tawiah, 2020). These strategies acknowledge the immense value that talented employees bring to an organisation, contributing significantly to its success and competitive advantage. Consequently, this study places focus on employee engagement and retention as vital indicators of the effectiveness of talent management strategies for lecturers in higher educational institutions. Therefore, this paper aims to explore the role of effective talent management strategies in enhancing lecturers' performance in colleges of education in the Southwest of Nigeria. Thus, this paper will be discussed under the following subsections:

- Job Performance
- Lecturer Job performance
- Talent Management Strategies
- Theoretical Framework
- Roles of Effective Talent Management Strategies in Enhancing Lecturer Job Performance in Colleges of Education
- Problems Associated with Effective Talent Management Strategies in Enhancing Lecturer Job Performance in Colleges of Education
- Ways of Addressing These Problems
- Conclusion
- Way Forward

### **Job Performance**

According to Ramawickrama, Opatha, and PushpaKumari, (2017), job performance is a critical aspect of an employee's role within an organisation, encompassing their ability to effectively carry out their assigned tasks and responsibilities. It involves meeting, or even

surpassing established goals and standards that pertain to their job functions. This evaluation of an employee's capabilities is fundamental to the overall success and productivity of the organisation. Key elements of job performance include an individual's proficiency, efficiency, and effectiveness in completing job-related duties (Torabi, Ardekani & Nasab, 2021). These aspects are frequently assessed through the use of key performance indicators (KPIs) and evaluations. Johari and Yahya, (2019) agreed that job performance is essentially a measure of an employee's consistency in delivering high-quality work, producing desired outcomes, and fulfilling the job requirements outlined in their job description.

In a broader context, job performance goes beyond technical skills and task completion. It also evaluates an employee's interpersonal abilities, leadership qualities, and their overall impact on the organisation. This comprehensive assessment considers an employee's time management, prioritisation, and multitasking skills, highlighting their ability to efficiently execute tasks and meet deadlines. Moreover, job performance extends to an employee's customer orientation, demonstrating their commitment to providing excellent service and satisfaction to clients, customers, or other stakeholders, (Luu, 2019). In essence, job performance reflects the employee's dedication to delivering not only the expected outcomes, but also a positive experience for those they interact with.

### **Lecturer Job Performance**

Lecturer job performance is a multifaceted evaluation that encompasses a lecturer's ability to effectively convey academic content, facilitate learning, engage students, and contribute to the academic community within a higher education setting (Namutebi, 2019). This assessment takes into consideration various key components, including research and scholarly activities, teaching effectiveness, and community service. These aspects provide a comprehensive framework for understanding the role and contributions of academic staff within an educational institution.

Research and scholarly activities are significant components of a lecturer's job performance, particularly in higher education. Lecturers are expected to engage in scholarly activities, including conducting research projects, publishing papers, and participating in conferences. Engaging in research not only enhances their expertise, but also keeps them updated with the latest advancements in their field. It enables them to bring real-world applications and insights into their teaching (Thang & Thanh, 2022). The quality and impact of their research, such as the number of citations, grants obtained, and participation in research projects, are important indicators of their success in this area. This evaluation allows institutions to assess an academic staff member's intellectual contribution and their ability to stay current in their field.

Similarly, teaching effectiveness is a crucial measure of a lecturer's job performance. It assesses their ability to design and deliver course materials, manage the classroom, and create a positive learning environment. Evaluating teaching effectiveness requires a comprehensive examination of instructional methods, assessment practices, curriculum development, and student outcomes. Feedback from students, peer observations, and teaching evaluations are valuable tools for assessing teaching abilities. Fain and Kennell, (2017), supported that effective teaching plays a pivotal role in promoting student success, fostering critical thinking skills, and creating a positive learning environment.

Moreover, community service is an essential aspect of an academic staff member's responsibilities, alongside teaching and research. Simanjuntak, Manurun, Sihombing, Tambunan, Hutasoit, Situmorang, and Ongsina, (2022) posits that it entails actively engaging in activities that benefit the institution, the local community, and the academic profession as a whole. This involvement can take various forms, such as serving on committees, taking up academic leadership positions, participating in outreach programmes, joining professional organisations, and collaborating with external partners. The primary

purpose of community service is to showcase an academic staff member's dedication to the mission of their institution, willingness to contribute to the broader academic community, and ability to apply their expertise for the betterment of society. Evaluating community service contributions acknowledges the value of their efforts in establishing networks, enhancing the institution's reputation, and promoting public engagement.

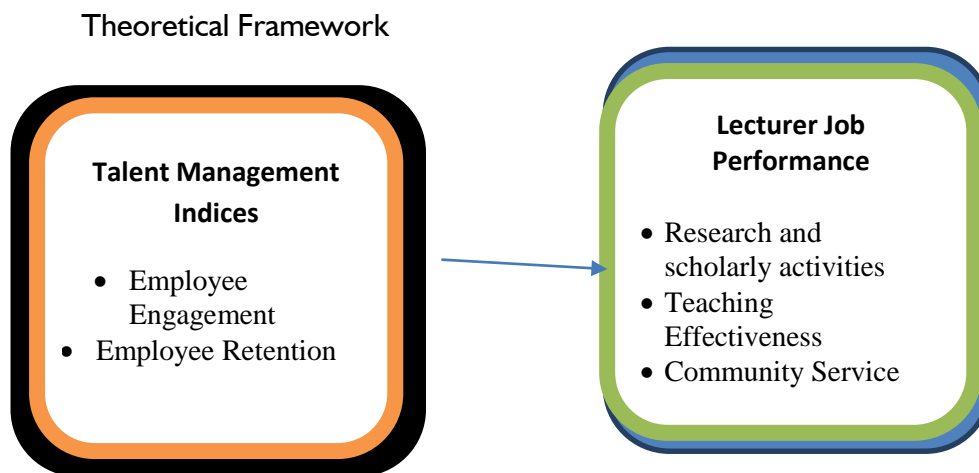
Thus, assessing a lecturer's job performance is a holistic process that considers their contributions to research, teaching, and community service. These components collectively demonstrate the lecturer's commitment to academic excellence, their ability to engage and inspire students, and their dedication to the betterment of the educational institution and the broader academic community.

### **Talent Management Strategies**

Talent management strategies in organisations are a set of deliberate and comprehensive plans and practices aimed at attracting, developing, engaging, and retaining talented individuals who can make significant contributions to the achievement of an organisation's goals and objectives (Sulistyorini, 2022). Johri, (2019) agreed that these strategies involve systematic processes and initiatives to identify, nurture, and leverage the skills, knowledge, and potential of the workforce, ultimately providing a competitive advantage. By aligning human resource practices with organisational goals, talent management strategies ensure that the right people are in the right roles at the right time, thus maximising their impact on business success. Additionally, they emphasise creating a culture of continuous learning, growth, and innovation, making employee development a strategic priority. Identifying critical roles within the organisation and implementing talent development plans are integral aspects of these strategies, ensuring a robust pipeline of qualified individuals to fill key positions. Furthermore, talent management strategies encompass various elements, including workforce planning,

talent acquisition, onboarding, training and development, performance management, and succession planning, all aimed at optimising an organisation's human capital (Wassell & Bouchard, 2020).

In the specific context of higher education institutions, talent management strategies take on particular importance, especially concerning lecturer talent management. The effectiveness of these strategies is measured by critical indicators such as employee engagement and retention. Employee engagement among lecturers in higher education institutions refers to the emotional and intellectual connection they have with their work, colleagues, and the institution. Engaged lecturers are motivated, enthusiastic, and actively seek opportunities to enhance their teaching, engage with students, and contribute to the academic community (Nikolai, Silva & Walters, 2017). Their dedication and passion positively influence the teaching and learning environment, leading to improved educational outcomes and institutional success. On the other hand, employee retention is equally vital in higher education. It refers to an institution's ability to retain talented lecturers over an extended period. Retaining experienced and skilled lecturers is crucial for maintaining teaching quality, ensuring the continuity of academic programmes, and minimising disruptions that can negatively affect an institution's reputation and student satisfaction (Witcher, Navarro, Wood & McAndrew, 2017).



**Figure. I**

## **Theoretical Framework**

### **Social Exchange Theory**

Lai, Chuang, Zhang, and Nepal, (2020) suggest that, social exchange theory focuses on the give-and-take relationships between individuals and organisations, emphasising the rational assessment of costs and benefits in social interactions. In this context, lecturers have expectations of receiving support, recognition, professional development opportunities, and fair compensation from their institutions. They engage in exchanges with the anticipation of these benefits, forming the foundation of the social exchange theory's applicability to the study.

Reciprocity is a key element of social exchange theory. Tsai and Kang, (2019), suggest that individuals feel obliged to reciprocate the favours or efforts they receive. In the realm of talent management, this means that when colleges of education provide lecturers with supportive resources and opportunities, lecturers may feel a sense of obligation to reciprocate through enhanced job performance and commitment to the institution. This principle of reciprocity can be explored in detail to understand the dynamics at play in talent management strategies. One



crucial outcome of talent management strategies is the impact on job satisfaction and commitment among lecturers. Social exchange theory offers insights into how the exchange of tangible and intangible resources influences these factors. For instance, when colleges provide effective talent management strategies such as training, mentoring, and career advancement opportunities, lecturers may experience higher job satisfaction and commitment to their roles. These insights can be instrumental in shaping effective talent management practices.

Furthermore, social exchange theory distinguishes between economic and social rewards. Economic rewards, such as salary and benefits, are complemented by social rewards like recognition, appreciation, and a positive working environment. Also, trust is a pivotal component of social exchange theory. The trust relationship between lecturers and their colleagues plays a critical role in shaping job performance. Understanding how trust is nurtured or eroded within the context of talent management can provide valuable insights. When lecturers trust their institutions, they are more likely to invest their skills and efforts, contributing positively to the organisation.

### **Roles of Effective Talent Management Strategies in Enhancing Lecturers' Job Performance in Colleges of Education**

In the dynamic landscape of higher education, the effectiveness of lecturers in colleges of education is deeply intertwined with the implementation of robust talent management strategies. At the forefront of these strategies lies the pivotal element of employee engagement. Lecturers who feel connected, motivated, and valued within their academic community are more likely to invest their time and energy into their roles. Engaged lecturers become active contributors to the institution's academic fabric, particularly in the realms of research and scholarly activities.

Moreover, the significance of talent management becomes even more pronounced in its role in retention. The retention of skilled

lecturers is paramount for sustaining a high-performing academic environment. By adopting strategies such as competitive compensation, recognition programmes, and avenues for career advancement, institutions can fortify their capacity to retain top-tier lecturers. This, in turn, translates into a sustained commitment to teaching effectiveness and the pursuit of scholarly excellence.

Professional development emerges as another cornerstone of effective talent management in the academic realm. Providing lecturers with continuous learning opportunities, such as workshops and conferences, not only fosters their personal growth but also significantly enhances their research and scholarly activities (López-Alcarria, Olivares-Vicente & Poza-Vilches, 2019). The cultivation of a learning-centric environment encourages lecturers to stay abreast of the latest developments in their fields, thereby bolstering their efficacy in the classroom. Also, a harmonious work-life balance is integral to lecturer well-being and, consequently, their overall job performance. Talent management strategies that address this aspect include flexible work arrangements and reasonable workloads. Lecturers who feel supported in achieving a healthy balance between their professional and personal lives are more likely to excel in their teaching roles and engage proactively in community service initiatives.

Furthermore, recognition and rewards constitute motivational catalysts within the talent management framework (Igweh & Kifordu, 2022). Acknowledging lecturers for their accomplishments in research, teaching, and community service creates a sense of pride and accomplishment. This recognition serves as a driving force, inspiring lecturers to consistently deliver their best performance across all facets of their professional responsibilities. More so, Whysall, Owtram, and Brittain, (2019), suggested that collaboration and networking opportunities play a pivotal role in talent management strategies. Encouraging lecturers to engage in interdisciplinary projects, form partnerships with other institutions, and actively participate in

community outreach initiatives fosters a sense of community and shared purpose. Collaborative efforts contribute not only to the personal growth of lecturers but also to the broader success of the institution as a whole.

Moreover, the effective implementation of talent management strategies in colleges of education in Southwest Nigeria is indispensable for enhancing lecturer job performance. By prioritising employee engagement, retention, professional development, work-life balance, recognition, and collaboration, these institutions can cultivate an environment where lecturers thrive in their research pursuits, teaching endeavours, and community service contributions.

### **Problems Associated with Effective Talent Management Strategies**

Effective talent management strategies play a pivotal role in shaping the performance of lecturers in colleges of education in Southwest Nigeria, particularly in the domains of research and scholarly activities, teaching effectiveness, and community service. However, numerous challenges hinder the seamless implementation of these strategies. One of the primary impediments is the constraint of limited resources (Neri & Wilkins, 2019). Many educational institutions face budgetary limitations, which restrict their capacity to invest in comprehensive talent management programmes. This financial constraint may compromise their ability to attract and retain highly qualified lecturers, consequently impacting the overall quality of education.

In addition to financial constraints, the inadequate provision of professional development opportunities emerges as a significant challenge (Wang, 2022). Lecturers require ongoing training to stay abreast of evolving teaching methodologies, research trends, and community engagement practices. The absence of robust professional development programmes can impede the enhancement of lecturers'

skills and knowledge, negatively influencing their job performance across research, teaching, and community service.

Furthermore, Behera, (2016), agreed that recognition and rewards constitute essential components of talent management, playing a crucial role in fostering employee engagement and retention. However, if lecturers perceive a lack of acknowledgment or inadequate rewards for their contributions to research, teaching, and community service, their motivation and commitment may diminish. This, in turn, could negatively impact their overall job performance and commitment to the institution. Also, the issues of workload and burnout further compound the challenges (Khan, Yaseen & Muzaffar, 2020). Lecturers in colleges of education often contend with substantial workloads encompassing teaching, research, and community service responsibilities. Without proper workload management and support mechanisms, lecturers may experience burnout, hampering their effectiveness in fulfilling their diverse roles within the institution.

Insufficient research opportunities represent another challenge. The dearth of funding and infrastructure for research can impede lecturers' ability to engage in meaningful scholarly activities. This limitation not only affects the individual lecturer's professional growth but also hampers the institution's research output and its standing within the academic community. Moreover, cultural and regional factors also come into play. The unique cultural context and regional challenges in Southwest Nigeria may introduce additional complexities to talent management. Societal expectations, access to resources, and regional infrastructure can significantly influence the effectiveness of talent management strategies, requiring tailored approaches that consider these contextual nuances. In the same vein, effective communication between management and lecturers is paramount for the success of talent management initiatives. Inadequate communication channels can lead to misunderstandings and hinder the seamless implementation of strategies aimed at improving lecturer performance (Lehrer-Knafo,

2019). Clear and transparent communication is essential to ensuring that lecturers are well-informed about the institution's expectations and initiatives.

Finally, external factors, such as economic and political instability, can significantly impact talent management strategies. Uncertain economic conditions may affect the availability of funding for education, making it challenging to implement comprehensive talent management programmes. Addressing these multifaceted challenges requires a collaborative effort involving educational institutions, government bodies, and other stakeholders. By investing in resources, providing professional development opportunities, fostering a supportive work environment, and considering the unique regional context, colleges of education in Southwest Nigeria can enhance talent management strategies and, subsequently, lecturer job performance.

### **Ways of Addressing these Problems**

To tackle the intricate challenges facing talent management and lecturer job performance in colleges of education in Southwest Nigeria, a strategic and comprehensive approach is imperative. A primary concern lies in resource allocation; therefore, advocacy for increased funding for education at both governmental and institutional levels is essential. The strategic distribution of financial resources should prioritise competitive salaries, professional development initiatives, and the improvement of research infrastructure.

In parallel, establishing robust professional development programmes tailored to the unique needs of lecturers becomes pivotal. These programmes, including workshops, seminars, and collaborations with industry experts, serve to keep educators abreast of the latest teaching methodologies, research trends, and community engagement strategies. This continuous learning culture contributes significantly to enhancing overall lecturer performance.

The creation of a transparent and merit-based compensation system is integral to addressing the issue of recognition and rewards. Competitive salaries, bonuses, and acknowledgment for outstanding achievements in research, teaching, and community service foster a positive work environment and cultivate a sense of value among lecturers. Also, recognising the burdens of heavy workloads and potential burnout, institutions must implement effective workload management policies and introduce well-being initiatives. These can range from counseling services to stress management programmes, creating a supportive atmosphere that prioritises the mental and physical health of lecturers.

The promotion of research excellence requires dedicated support and funding. Establishing research funds, facilitating grant applications, and fostering collaborations with external entities contribute to creating a conducive research environment. State-of-the-art facilities and equipment further empower lecturers to excel in their scholarly pursuits. Furthermore, a nuanced approach is necessary to address cultural and regional challenges. Tailoring talent management strategies to align with the local context, considering societal expectations and regional infrastructure limitations, ensures the relevance and effectiveness of these strategies in Southwest Nigeria. More so, communication lies at the core of effective talent management. Improving communication channels between management and lecturers is imperative. Clear articulation of expectations, policies, and initiatives, coupled with regular feedback mechanisms, cultivates transparency and collaboration within the academic community.

Furthermore, collaboration with external stakeholders, including government bodies, non-profit organisations, and industry partners, is crucial. These partnerships can yield additional resources and expertise, aiding in overcoming external challenges such as economic and political instability. Also, continuous evaluation of talent management strategies ensures adaptability to evolving needs. Soliciting feedback from

lecturers, students, and other stakeholders allows for fine-tuning of strategies, fostering a dynamic and responsive educational environment.

By adopting these strategies, colleges of education in Southwest Nigeria can navigate the intricate landscape of talent management and cultivate an environment conducive to lecturer success in research, teaching, and community service. The synergy of these efforts lays the foundation for an institution that not only attracts top-tier talent, but also nurtures and retains it, thereby elevating the overall educational experience.

### **Conclusion**

In conclusion, this research thoroughly explored the integral role of effective talent management strategies in enhancing lecturers' job performance within Colleges of Education in Southwest Nigeria. The examination encompassed the nuanced dimensions of job performance, the unique challenges faced by educators, and the theoretical framework underpinning talent management strategies. While delineating the positive contributions of these strategies, the paper conscientiously addressed the associated problems, including limited resources and inadequate recognition. Nevertheless, it adopted a forward-looking perspective by proposing strategic solutions such as enhanced resource allocation, robust professional development, and tailored talent management approaches. By offering a comprehensive understanding of the complexities involved, this research contributed valuable insights for the improvement of educational practices in the region.

### **Way Forward**

This study therefore recommends the following to enhance the effectiveness of talent management strategies for enhancing lecturers' job performance in the form of teaching, research, and community service in Colleges of Education in Southwest Nigeria:

1. Advocate for increased governmental and institutional funding to address resource constraints and enhance overall educational quality.
2. Design and implement tailored professional development programmes focusing on the specific needs of lecturers in Southwest Nigeria.
3. Reform compensation structures to be competitive and transparent, incorporating clear recognition systems for outstanding performance.
4. Establish dedicated research funds, facilitate grant applications, and foster external collaborations to enhance research opportunities.
5. Recognise and incorporate cultural and regional nuances into talent management strategies, aligning initiatives with the unique context of Southwest Nigeria.
6. Enhance communication channels between management and lecturers, ensuring transparency and understanding of expectations, policies, and initiatives.
7. Collaborate with government bodies, non-profit organisations, and industry partners to address external challenges and provide additional resources and support.

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